

THE AIR FORCE STORY



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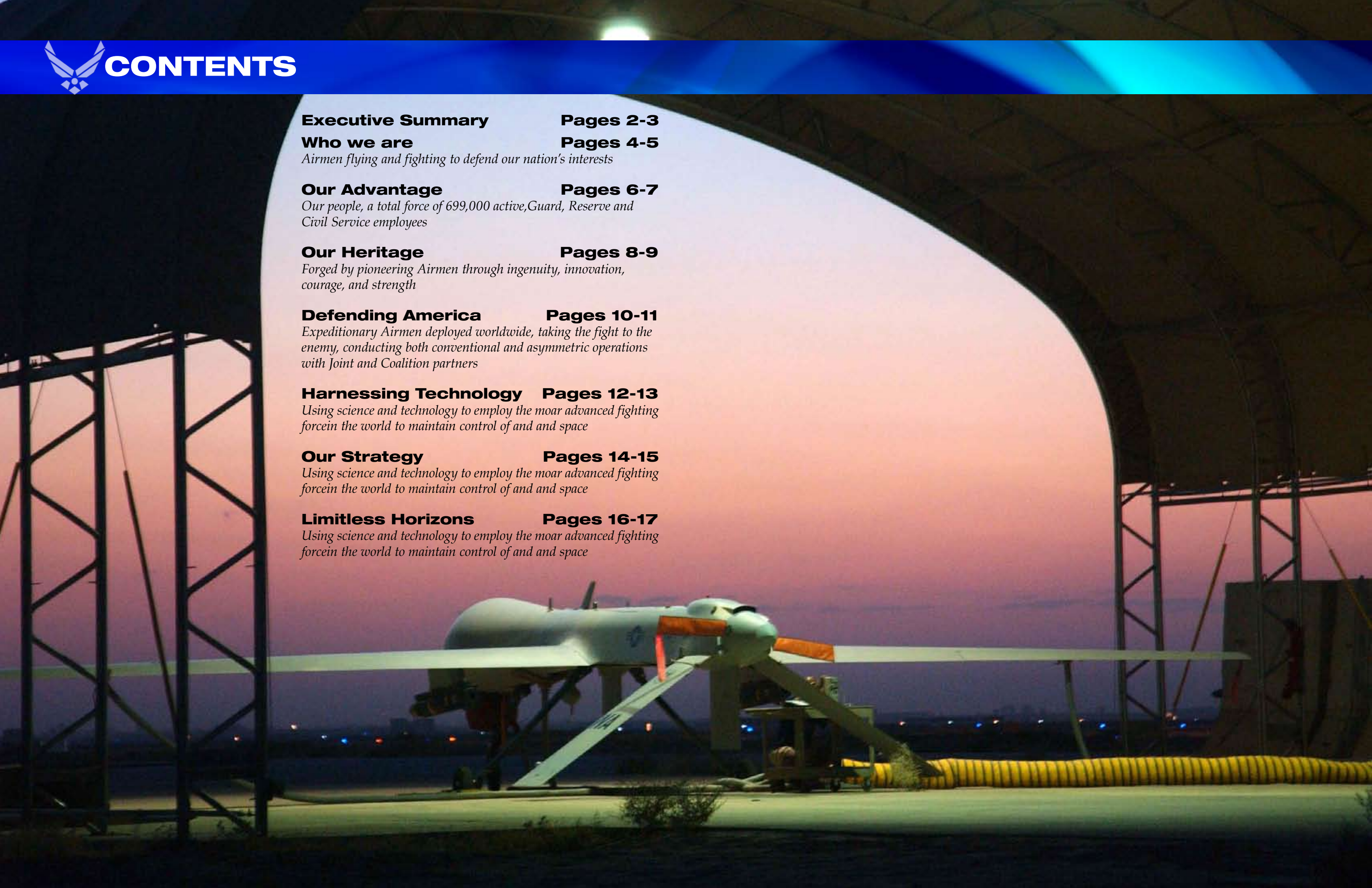
Using science and technology to employ the most advanced fighting force in the world to maintain control of air and space

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Using science and technology to employ the most advanced fighting force in the world to maintain control of air and space





EXECUTIVE SUMMARY



Secretary of the Air Force
Mickey W. Wynne



Chief of Staff, U.S. Air Force
Gen. T. Michael Mosley



We are America's Air Force:

Airmen flying and fighting to defend our nation and its interests

- Our Core Values – Integrity First, Service Before Self, and Excellence in all We Do
- Our Mission – “To deliver sovereign options for the defense of the United States of America and its global interests – to fly and fight in Air, Space, and Cyberspace”

- Our Vision – “Lasting Heritage... Limitless Horizons” – an interdependent, Joint, integrated total force
- Airmen provide the nation with air, space, and cyberspace capabilities – Global Vigilance, Global Reach, and Global Power for America

A proud Air Force heritage:

It was forged by pioneering Airmen through ingenuity, innovation, courage and strength

- In 1909 the Wright Brothers delivered America's first military aircraft, Signal



Corps No. 1, and on September 18, 1947 the Air Force was born

- The “Great Captains” like Billy Mitchell, Hap Arnold, Jimmy Doolittle, William Tunner, Curtis LeMay, Chapie James, and Bernie Schriever gave us our mission - to fly and fight
- Great enlisted leaders like CMSgt Paul Airey and heroes such as A1C John Levitow and A1C William Pitsenbarger have shaped a heritage of courage and leadership

The Air Force dominates air and space:

We conduct continuous operations around the globe

- We are an Air Force and a nation at war – in a long, global war fighting terrorism
- The Air Force has conducted combat operations continuously for the past 15 years ever since Desert Storm

- We provide the President and the nation an array of options to deter and defend America
- Expeditionary Airmen are deployed worldwide, taking the fight to the enemy, conducting both conventional and asymmetric operations with Joint and Coalition partners
- Air and Space Expeditionary Forces

- (AEF) give combatant commanders highly flexible, tailorable, and responsive combat power – ready to go anywhere, anytime
- We train as we fight – highly effective, realistic, joint, and leveraging advanced technology

WHO WE ARE



We Are America's Airmen:

The Most Capable and Respected Airmen in the World

- We are volunteer warfighters committed to service for our nation.
- We are a Total Force of officers, enlisted, and civilians; active, Guard, and Reserve.
- We fight as expeditionary Airmen—on the ground and in the air as part of Joint and Coalition teams.
- We are prepared for and participate in the Joint fight— anywhere, anytime.
- We fight the GWOT 24/7 both at home and abroad—in the air and on the ground.
- We provide the nation with air, space, and cyberspace power.
- We are knowledge-enabled and technology-focused professionals.
- We support and defend the Constitution of the United States and serve our country.
- We are America's Air Force—we fly and fight to defend our nation and its interests.

Core Values:

Our Moral Compass for Fostering Professional and Personal Behavior

- *Integrity First:* Character, honor, ethics, honesty, responsibility, accountability, justice.
- *Service Before Self:* Loyalty, sacrifice, respect, duty, self-discipline, tolerance.
- *Excellence in All We Do:* Teamwork, professionalism, courage, operational excellence.
- The nation has placed its trust in us—we are measured by a higher standard.
- We personally adopt these higher standards when we volunteer to serve as Airmen.
- Our Air Force Core Values drive our attitudes, our behavior, and our actions.
- We are motivated, ethical, and accountable Air Force warriors.
- America trusts its Airmen to defend the nation in air, space, and cyberspace.

Mission:

To Deliver Sovereign Options for the Defense of the United States of America and Its Global Interests—To Fly and Fight in Air, Space, and Cyberspace

- We deliver decisive, powerful, and asymmetric options across the commons to provide kinetic and non-kinetic effects for the President and the nation.
- We develop, sustain, and sharpen our warfighting edge.
- We organize, train, equip, and deploy forces to operate on land and in air, space, and cyberspace.
- We provide the most highly motivated, trained, and respected Airmen in the world.
- We accomplish our mission with superior leadership, initiative, innovation, and integrity.

Vision:

"Lasting Heritage... Limitless Horizons"

- An Air Force with interdependent Joint warfighting capabilities, a culture of innovation, and an integrated force
- Capabilities to dominate in air, space, and cyberspace—to deliver desired kinetic and non-kinetic effects on a global stage with ever-increasing speed, agility, adaptability, precision, and lethality
- Accomplish our mission with superior leadership, initiative, innovation, and integrity

Air Force Capabilities:

Responsive, Persistent, Precise, and Effective Capabilities for America

- *Global Vigilance:* Persistent C4ISR is the capability to see, think, and act first.
- *Global Reach:* Global Mobility projects people and equipment anywhere and anytime.
- *Global Power:* Rapid Strike delivers tailored airpower responses anywhere and anytime.
- *Distinctive Capabilities:* Air, space, and information superiority; global attack; persistent engagement; rapid global mobility; and agile combat support

Domains:

The Environments in which We Operate and Defend Our Nation's Interests

- Adversaries contest us across all domains...land, water, air, space, and cyberspace.
- Air dominance is an absolute prerequisite for any engagement.
- As Airmen, it is our calling to develop and provide the capability to dominate in air, space, and cyberspace.
- We will fly, fight, and win against our enemies who contest the global commons.



Total Force:

699,000 Active, Guard, Reserve, and Civil Service (as of January 06)

- *Active Duty*: 352,000 (50% of Total Force)
- *Air National Guard*: 106,000 (15% of Total Force)
- *Air Force Reserve*: 76,000 (11% of Total Force)
- *Civil Service*: 165,000 (24% of Total Force)

People:

Our Most Valuable and Valued Resource

- Combat capability begins and ends with smart, healthy, motivated, trained, and well-equipped Airmen.

- Air Force warriors are knowledge-enabled, motivated, ethical, and accountable.
- Our enlisted force is the backbone of the Air Force—the envy of air forces around the world.
- Junior officers are the workhorses of the officer corps—unmatched in skill and education.
- Senior officers lead, guide, command, and set the example for all Airmen.
- Our civilian workforce provides continuity, experience, and stability for our knowledge base.
- We are an Air Force family—valuing and caring for our families makes Airmen more capable and successful.
- Air Force leaders are focused on ensuring quality of life—world-class pro-

grams, facilities, and morale-enhancing activities for world-class Airmen.

- We are proud of our reputation for providing appropriate quality of life levels to our Airmen.
- We are a diverse force—skilled, knowledge-enabled, motivated, ethical, and accountable.
- We value a diverse workforce—respect for all ensures every Airmen can contribute.
- We value racial and gender integration and afford equal opportunity for all.

Importance of Service:

Putting the Nation, Our Mission, and Each Other before Self

- We respond to the call to duty—we are

volunteers serving a greater good.

- We foster a culture of service and excellence that values innovation and entrepreneurship.
- We sacrifice and fight to protect our fellow Airmen and our country.
- Every Airman is a wingman providing mutual support, teamwork, and respect.

Our Culture:

Air Force Heritage Serves to Make Us What We Are Today

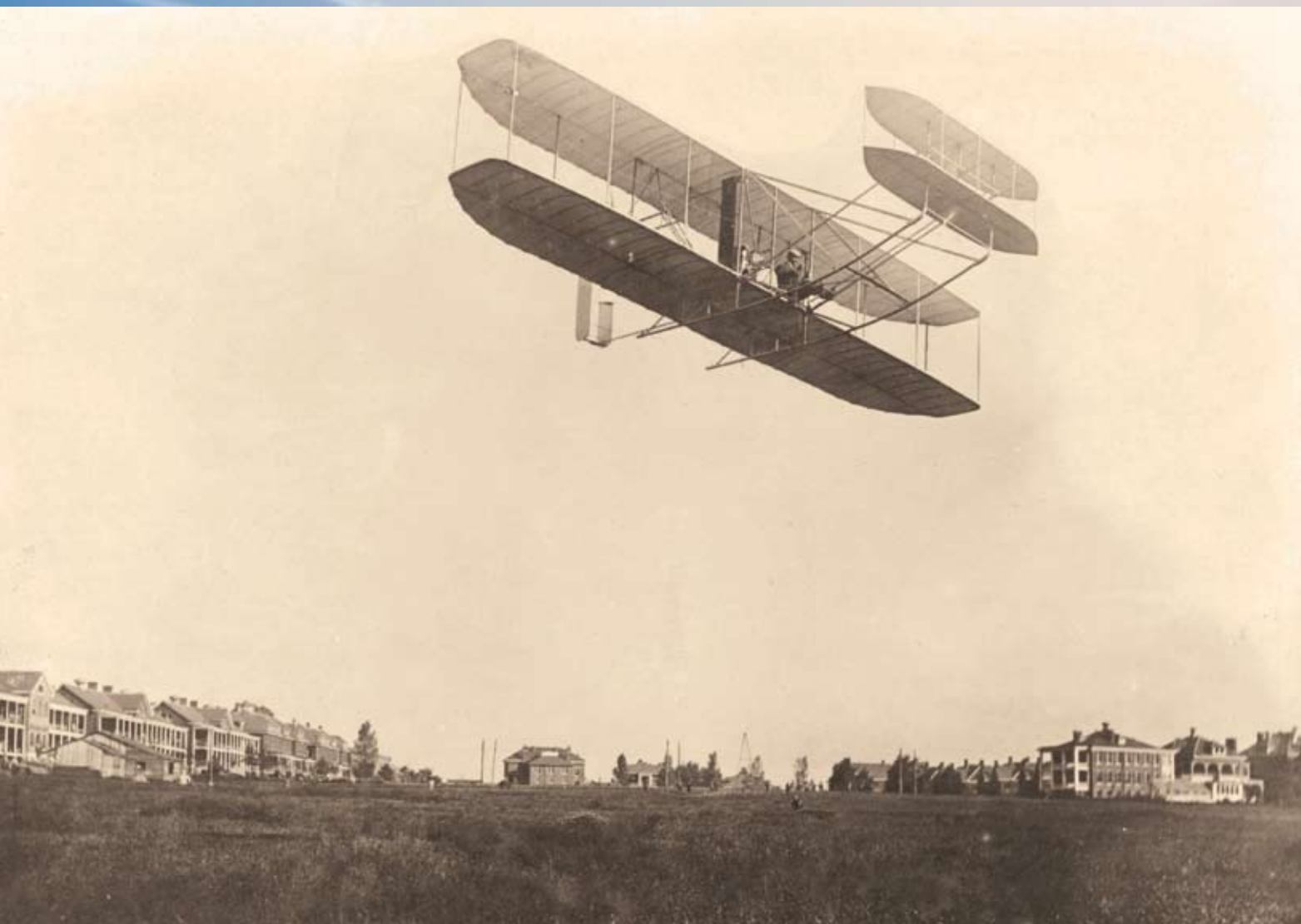
- We are technology focused—technology provides us with qualitative advantages.
- We value quality over quantity—even as we grow smaller, we grow more capable.

- We are transformational and embrace change—we capitalize on doctrinal, organizational, and technological improvements to transform and maintain the competitive edge.
- We are innovative—our experimentation and constant improvement drive change.
- We are future-focused—we are not bound by history but build on it to transform.
- We are risk-takers who accept and embrace measured and appropriate levels of risk.
- We are committed to be good stewards of the environment and all resources, as well as continuously improve operational and support processes to eliminate waste.

Programs:

Enabling and Organizing Our People for Success

- *Force Restructuring*: Postures the Air Force as a more streamlined, capable force
- *Force Development*: Fosters the skills and knowledge necessary for mission success
- *Recruiting and Retention*: Ensures a capable team now and into the future
- *Training, Education, and Doctrine*: Takes us from motivated civilians to capable Airmen
- *National Security Personnel System (NSPS)*: Builds on a new performance management system that values performance, rewards contribution, and promotes excellence



Our History:

A Proud Heritage Forged through the Ingenuity, Courage, and Strength of Pioneering Airmen

- In 1909, America's first military aircraft, Signal Corps No. 1, was delivered to the Army and American airpower took its first step toward becoming the world's premier air force.
- In 1918, visionary Billy Mitchell gathered a multi-national force of aircraft and conducted coalition operations against Germany, demonstrating airpower strategies still in use today.
- Between WW I and WW II, airpower leaders such as Andrews and Arnold recognized that leveraging technology was vital, and dozens of aircraft de-

signs, improvements, and modifications occurred.

- In 1929, the 150-hour flight of the *Question Mark* demonstrated air refueling technology that foreshadowed the global reach enjoyed by American airpower today.
- In 1942, Doolittle's Raiders, in a perfect precursor of Joint warfare, launched from the *USS Hornet* and stunned the world by attacking an "impervious" Tokyo.
- By the end of WW II, the USAAF was firmly established as a major component of America's and the world's defense of democracy.
- On September 18, 1947, through the dauntless efforts of men like Gen Henry H. "Hap" Arnold, the United States

Air Force was born.

- From 1948–49, the Berlin Airlift demonstrated America's resolve during the Cold War; for over 50 years, the USAF has been on a wartime footing—fighting in Korea and Vietnam, sitting nuclear alert around the world, conducting Joint operations in Desert Storm, maintaining Operations Northern and Southern Watch, and continuing combat operations in Noble Eagle, Enduring Freedom, and Iraqi Freedom.

Our Leadership:

A Heritage of Great Leadership Defines Who and What We Are as Airmen

- The "Great Captains" like Billy Mitchell, Hap Arnold, Jimmy Doolittle, William Tunner, Curtis LeMay,



Chappie James, and Bernie Schriever gave us our mission—to fly and fight whenever and wherever our nation calls.

- Great enlisted leaders like CMSgt Paul Airey and great heroes such as A1C John Levitow and A1C William Pitsenbarger have shaped a rich heritage of outstanding leadership, skills, courage, knowledge, and attitude.

Our Culture:

Air Force Heritage Serves to Make Us What We Are Today

- Airmen have a warfighting heritage: Frances S. Gabreski swept Nazi Germany's fighters from the sky; Richard



Wright parachuted behind enemy lines to provide pathfinder beacons for our bombers; Halvorsen flew a C-54 overloaded with coal into near zero-zero conditions at Templehof; Chapman provided medical support and protection for wounded comrades on Roberts' Ridge.

- We were expeditionary in 1917, and nearly 90 years later we still are—our mobility forces, honoring the example of Berlin and the "Hump," can move a parachute brigade at night into Bashur, Iraq or establish a tanker airbridge to move entire fighter wings into Desert Shield.

- Andrews, who brought us the B-17, taught us to be technology-focused.

• Stealth changed air warfare forever and precision-bombing systems make us incredibly lethal.

- *We are transformational because we are self-critical and embrace change:* In the decade after Vietnam we completely revamped our fighters, weapons, and tactics—ten years later, we achieved stunning air superiority prior to the start of ground combat in Desert Storm.

• *Our mission is to fly, fight, and win:* First it was in the air, then in air and space, and now in air, space, and cyberspace.

- *Our record is superb:* No American infantry has been lost to enemy air in more than 50 years.



DEFENDING AMERICA



Sovereign Options for the Nation:

We Are the World's Premier Air, Space, and Cyberspace Force

- The Air Force provides an array of powerful options for the President, Combatant Commanders, and our nation to dominate in air, space, and cyberspace.
- Air Force options are built to overcome the tyranny of distance, the urgency of time, and the strength of our enemy's defenses.
- With one hand we can deliver humanitarian assistance to the farthest reaches of the globe, while with the other we can destroy a target any-

where in the world.

- AEFs present Combatant Commanders with highly flexible, tailorable, and responsive combat power—thousands are deployed now and more stand ready.
- We organize, train, equip, and sustain expeditionary forces to meet requirements.
- Ten AEFs and enabler forces support and sustain global expeditionary operations—in 2000 only 22 percent of Airmen were postured to deploy; in 2005, fully 78 percent were available.
- Air Force capabilities operating in place at home provide options for the nation's Homeland Defense and significant reach back capabilities for deployed Joint forces.

GWOT:

Our #1 Operational Focus

- We are an Air Force and a nation at war—in a long global war fighting terrorism.
- The Air Force has conducted combat operations continuously for the past 15 years ever since Desert Storm.
- Expeditionary Airmen are deployed throughout the world, engaged in the GWOT, taking the fight to the enemy, and conducting both conventional and special operations in the air and on the ground.
- The Air Force also fights the GWOT in an AOR at Home—our Total Force effort supports Homeland Defense, provides reachback for deployed operations, and conducts strategic mobility,



space, and missile operations from home.

- We care for our warriors and their families, both home and deployed, and provide a transformational aeromedical evacuation system to safely return our sick and wounded.
- Other Operations—Presence, Deterrence, and Engagement World-wide
- *Strategic Deterrence:* Air Force nuclear missile and air forces are continuously at the ready.
 - *Humanitarian Operations:* We provide first-in, last-out support for humanitarian crises and natural disasters.
 - *Global Presence:* The Air Force is present and engaged around the globe—we are based in 14 countries, operate out of 36 countries, conduct training and exercises with numerous friends and



allies worldwide, and support U.S. presence in over 155 countries.

- *Global Engagement:* We continually build, sustain, and expand relationships that are critical enablers for expeditionary air and space forces conducting global operations.

Readiness:

The Key to Meet Combatant Commander Needs of Active, Guard, and Reserve Airmen

- *Physical Readiness:* We train to be a fit, healthy force, prizing fitness as a key component to mission effectiveness.
- *Technical Readiness:* We continuously hone our combat edge through qualita-

tive improvements.

- *Education:* We are a highly educated and knowledge-enabled force.
- *Training and Exercises:* We train as we fight—our training is highly effective because it is realistic, conducted with Joint and Coalition teams, and leverages advanced technology.
- *Quality of Life:* We sustain and maintain the health and safety of our people and their families through installation environment and other quality-of-life initiatives.
- *Lessons Learned:* We fully and rapidly integrate lessons in order to sharpen our edge and reduce risk for the warfighter.



HARNESSING TECHNOLOGY



Future Systems:

Leverage New Technologies to Upgrade and Replace Legacy Systems

- The Air Force aircraft fleet averages 23 years old, is growing older, and must be recapitalized.
- Today's inventory was acquired in large lots, predominantly during the Cold War.
- Through modernization efforts, much of this inventory will continue to serve us well in the future.
- Other systems will have to be replaced as they become unaffordable to maintain and operate or can no longer meet Combatant Commander requirements.

- We will harvest all available technology for both modernization and recapitalization to enable a leap ahead transformation in our capabilities. Science and Technology
- We have a successful history of using technology to win our nation's wars.
- With quickly changing technology, we must rapidly incorporate new opportunities into weapon systems.
- Innovation is critical to success in defeating enemies on the battlefield as well as defending our homeland.
- We need to maintain a balanced and sufficient investment in short-, mid-, and long-term research to stay ahead of the competition.
- We closely link technologies to warfighter capability needs required to

achieve desired warfighting effects.

- We keep our science research relevant to future-envisioned capabilities to ensure we lead the next technology revolution in warfighting.
- Space Systems Technology: Ensure Access to and Freedom of Action in Space
- We will provide continuous, reliable, and effective space services to the nation.
 - We will continue to pursue network-centric and integrated ISR capabilities for the warfighter.
 - We will maintain missile early warning through new systems such as Space Based Infra-Red (SBIR) devices.
 - We will pursue Transformational Satellite (TSAT) technology to provide unprecedented connectivity with an In-



ternet-like network extending the Global Information Grid to deployed and mobile users worldwide.

- We will pursue Space Radar (SR) to integrate theater, civilian, and national users while providing persistent, deep-look, day/night, worldwide, all-weather capabilities for military, intelligence, and civil applications.
- Recapitalization and Modernization: Critical to Maintaining Air and Space Dominance for the Nation
- *Global Power*: Acquire F-22A, F-35; network and modernize F-16, F-15E, A-10 and Predator B; network and modernize B-1B, B-2, B-52H; and develop Long Range Strike options (manned/unmanned).
 - *Global Reach*: Upgrade avionics/reliability on C-5/C-130; complete C-17

buy; partner with Army on Joint Cargo Aircraft; sustain KC-10/KC-135 while acquiring a KC-X with air refueling and airlift capability.

- *Global Vigilance (Information Dominance)*: Acquire Predator A and Global Hawk; continue additional unmanned vehicle exploration; modernize AWACS, Joint STARS and Rivet Joint; and complete deployment of standardized Aircraft Operations Centers and Air Force Distributed Common Ground Systems.
- *Global Vigilance (Space)*: Upgrade and secure GPS; develop and deploy SBIR, TSAT, and SR; and ensure continued and timely access to space.
- *Special Operations Forces*: Network

and sustain C-130 special-use aircraft.

- Munitions: Increase Precision and Minimize Collateral Damage
- Continue development and acquisition of Joint Direct Attack Munitions, Laser-Guided Bombs, and the Small Diameter Bomb
 - Add weapons data links to ensure day/night/all-weather precision destruction of mobile targets
 - Incorporate Universal Armament Interface to minimize costs and maximize configuration options
 - Continue to secure capabilities to enhance interoperability of communication systems to ensure safe operations between Joint and Coalition forces





Transformation:

Developing the Air Force for the 21st Century

- We will fund transformation through organizational efficiencies, process efficiencies, and retirement of (increasingly costly) legacy weapon systems.
- We will transform our force, while sustaining the GWOT fight and other ongoing operations that support America's national interests.
- We will ensure the U.S. dominates in air, space, and cyberspace to support Combatant Commanders, while providing the President and the nation with more sovereign options.
- Total Force Integration incorporates innovative organizational constructs and a smaller, more capable force structure that leverages increased talent across the active, Guard, and Reserve components.

ture that leverages increased talent across the active, Guard, and Reserve components.

Strategy for Achieving Our Vision:

"Lasting Heritage... Limitless Horizons"

- We will foster mutual respect and integrity and remember our heritage.
- We will continue to recruit, develop, and retain the best Joint, battle-ready Airmen.
- We will continue to improve the Total Force quality of life.
- We will sustain air, space, and cyberspace capabilities.
- We will recapitalize and modernize our weapon systems.
- We will transform our organizations to effectively and efficiently employ our weapon systems.

- We will ensure open, transparent business practices and clean audits.
- We will foster lean processes across the Air Force through Air Force Smart Operations for the 21st Century (AFSO21).

People:

Expeditionary, Innovative, and Knowledge-enabled

- We will sustain emphasis on force development, eliminating redundancies and streamlining organizations to field a more capable military and civilian force.
- We will balance stressed career fields—grow some, decrease some, and add new skill sets.
- We will reshape the force and continue recruiting and retention efforts to ensure the highest quality force.
- We will identify manpower reductions and use every personnel authority made available to us by law and ev-

ery Air Force and DoD policy to appropriately shape our Total Force.

Financial Transparency:

Implement Open, Transparent Business Practices and Achieve Clean Audit

- Our core values demand that we remain good stewards of the resources entrusted to us.
- We will commit to higher levels of innovation and excellence in our business and management processes.
- We will transform business and management processes to improve operational efficiencies, produce relevant data on demand, achieve a *clean audit*, and allow more effective and timely decisions.
- We will develop processes that take advantage of shared information; make decisions based on timely, accurate, reliable data; and continuously work to

conserve resources by improving processes.

Acquisition:

Accelerate Ability to Field Capabilities, Increase Transparency, and Achieve a Clean Audit

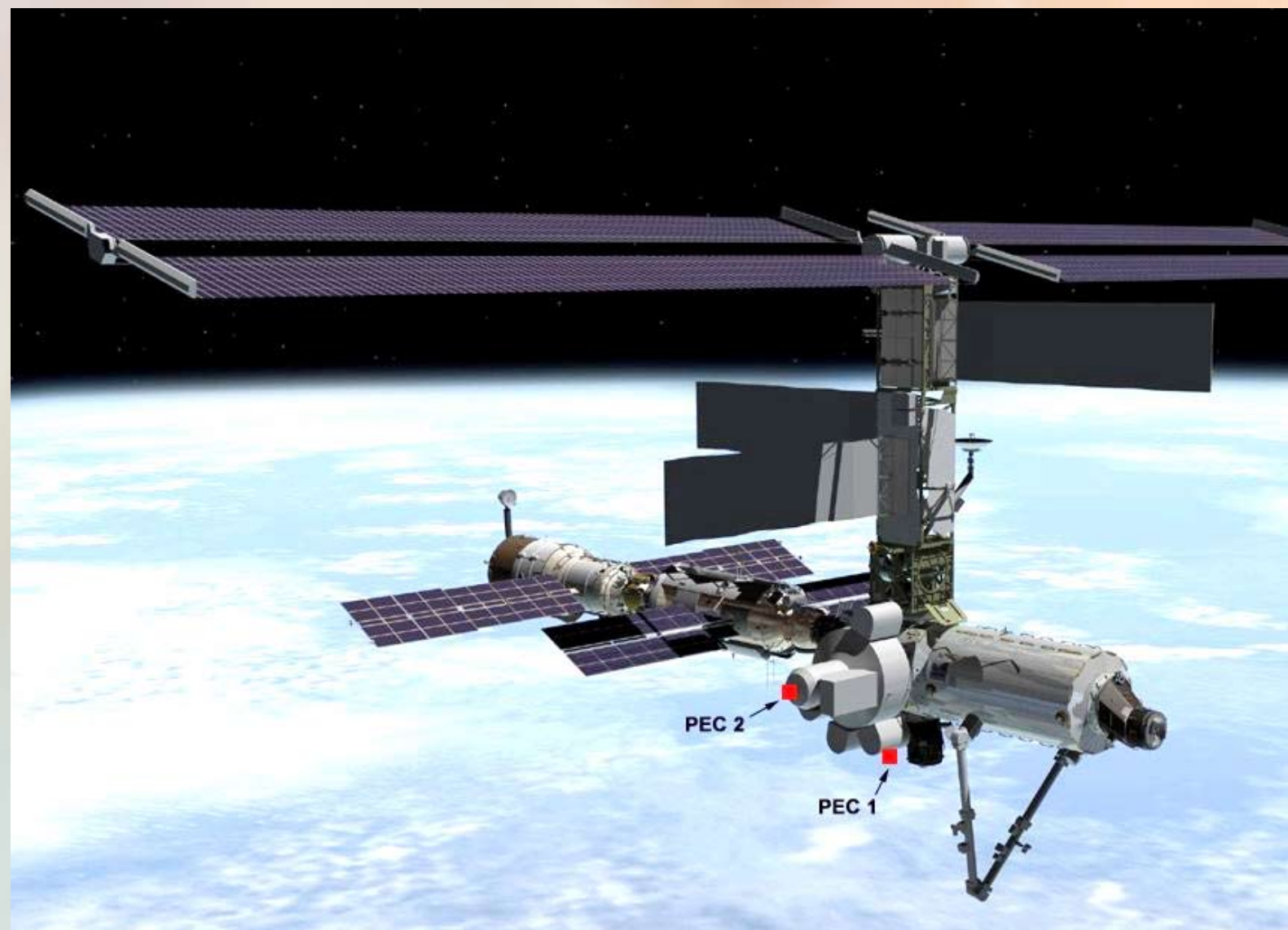
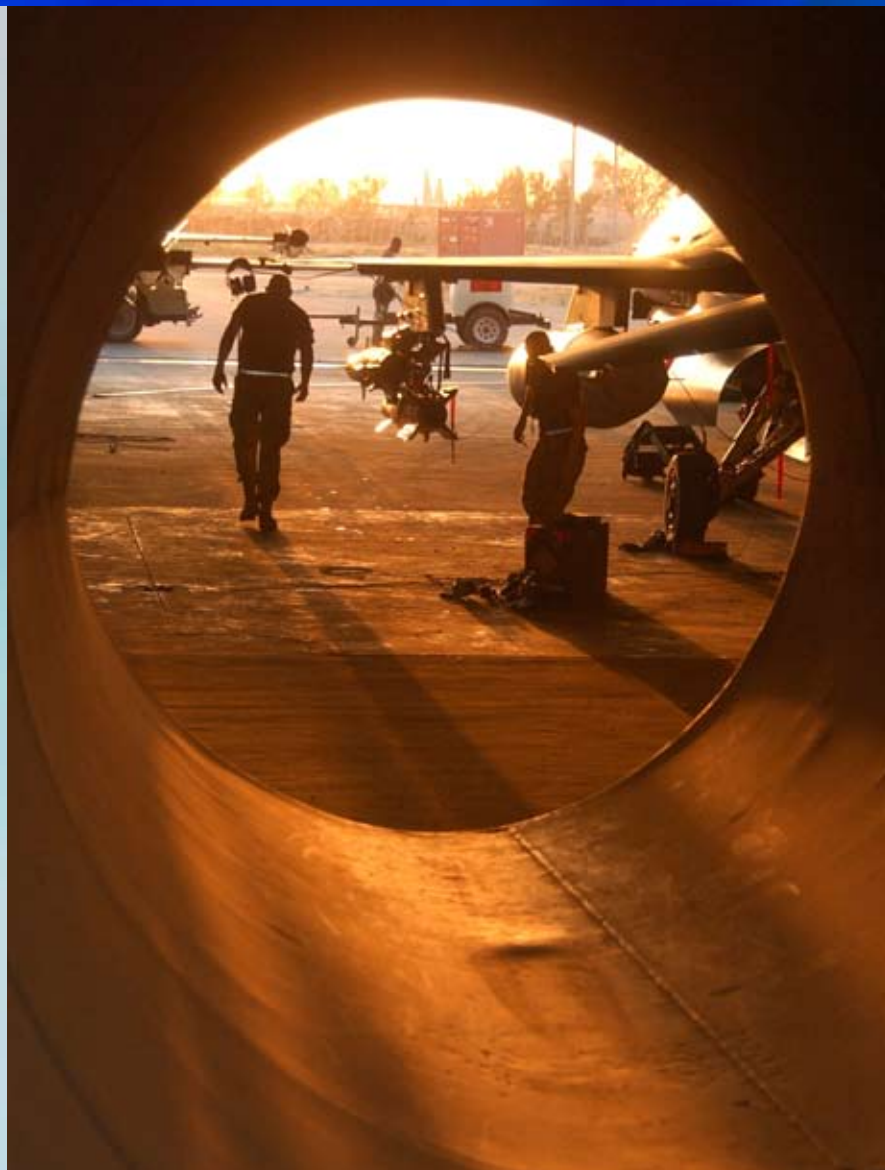
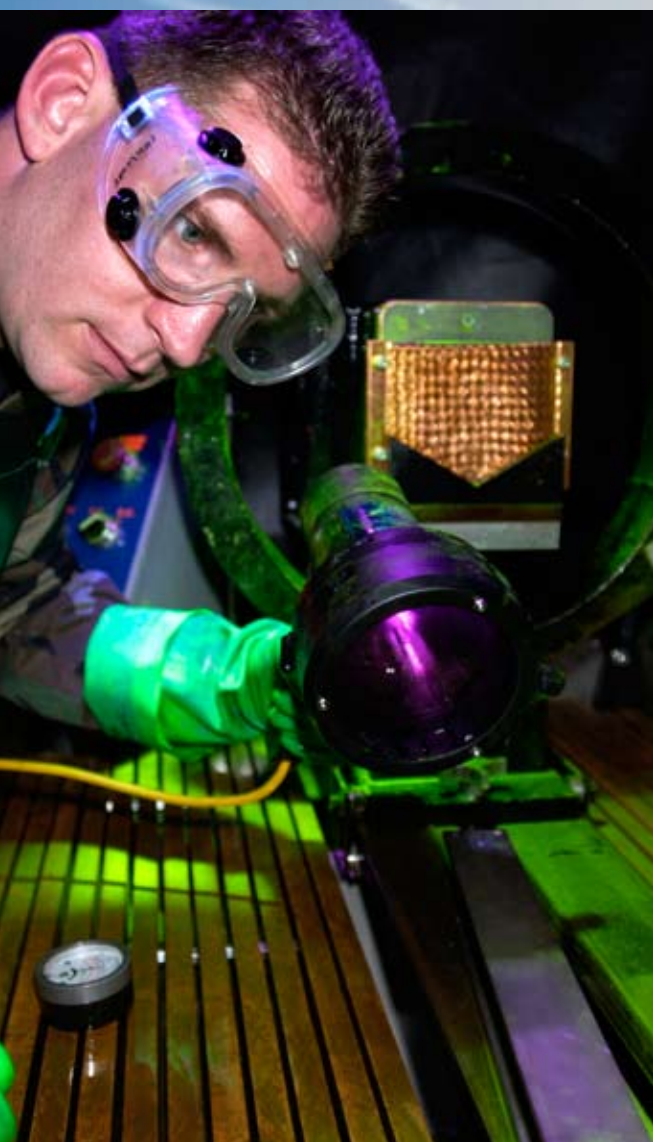
- Smaller, but more capable force structure will enable the Air Force to meet Joint requirements within budget.
- Newer aircraft will provide greater capability and increased reliability and maintainability (e.g., C-17, C-130J, F-22A, KC-X, F-35, CSAR-X, UASs).
- It is imperative that we maintain the industrial capacity to produce 5th generation fighters (F-22A and F-35) with the stealth, speed, and precision necessary to defeat future threats.
- Working with our industry partners, we will continue to eliminate waste

and husband our resources to maximize recapitalization.

Budget:

Fund Total Force in Support of QDR and Air Force Transformation Plan

- *Personnel:* Rising personnel and benefit costs will be offset by smaller integrated Total Force.
- *Operations:* Funded by increased efficiencies, legacy retirements, and force shaping.
- *Infrastructure:* BRAC is underway and investments focus on weapon systems beddowns.
- *Investment:* Transformation is underway focused on Joint fight and 5th generation weapons.



Priorities

- *Winning the GWOT*: Razor-sharp focus on fighting and winning
 - *Developing and caring for our Airmen*: Maximizing effectiveness of the world's best Airmen
 - Recapitalizing and modernizing our air and space systems
- Imperatives
- Provide ready air and space forces to respond to the full range of warfighter needs, today and tomorrow
 - The Air Force must be proficient, able to surge, and agile.
 - The Air Force must be postured in a continuous war fighting mode to win the GWOT.

- The Air Force must fight as an integrated Total Force, a Joint force, and a Coalition force.
 - The Air Force must win in air, space, and cyberspace—an absolute prerequisite for any engagement on the land, in the air, or on the sea.
- Goals
- Obtain knowledge and assets needed to guarantee command of the air, space, and cyberspace commons
 - Optimize organizations and practices for cross-Command, Joint, inter-agency, and Coalition operations
 - Become recognized as a world-class innovator in technology operations, asset management, and business practices

- Key provider of information, network, and cyberspace capabilities in peacetime and wartime
- A high-quality, balanced, and diverse force that challenges, develops, and values its people
- Recognized as a model for integrity, service, and excellence

Organizational Structure and Business Practices:

Increase Efficiencies and Capabilities

- Transform from 139 Combat Wings in 1990 to 86 Combat Wings by 2012
- Improve processes and organizational efficiencies to enhance our ability to employ air, space, and cyberspace pow-

er in support of Combatant Commanders

- Proceed deliberately in achieving efficiencies and improving processes to continue our transformation to a more lean and modern force
- Continue organizational streamlining and globally positioning Warfighting Headquarters to provide seamless transition from peacetime to wartime operations and maximize *reach-back* operations
- *Foster lean processes*: Quality standards across the Total Force
- Provide persistent situation awareness to effectively monitor and control resources
- Implement lessons learned processes

to continuously seek and share improvements

Airmen: Provide an Expeditionary-minded, Technologically Sophisticated Force

- *Focused*: Airmen will train and exercise to think and act as expeditionary, Joint warfighters.
- *Skilled*: Airmen will be prepared to operate across the cultural spectrum, with technological and language skills, cultural awareness, and the doctrinal understanding to strategically engage in both kinetic and non-kinetic operations.
- *Flexible*: Airmen will operate effec-

tively in air, space, and cyberspace domains.

Technology: Technological Capabilities Can Provide a Roadmap for Warfighter Operations

- *Science and technology*: Air Force innovation creates capability for the Joint warfighter.
- *Increased reliance on unmanned aircraft*: Continue culture of experimentation
- *Leverage information technology*: Achieve cyberspace dominance



WE ARE AMERICA'S AIR FORCE

We are Airmen flying and fighting to defend our nation and its interests.

Through our core values—Integrity First, Service Before Self, and Excellence in All We Do—we provide the nation with air, space, and cyberspace capabilities.

We Are Proud of Our Air Force Heritage.

We embrace a history forged by pioneering Airmen. These were Airmen who valued ingenuity, innovation, courage, and strength.

Today, We Dominate Air and Space.

Expeditionary Airmen are deployed worldwide, taking the fight to the enemy, conducting both conventional and asymmetric operations with Joint and Coalition partners.

Our future Is Forged by Our Vision of "Lasting Heritage...Limitless Horizons".

Our priorities are winning the Global War on Terror, developing and caring for our Airmen, and maintain-

ing, modernizing, and recapitalizing our air and space systems.

We Are an Air Force Family.

We value teamwork and respect.

We are innovative and creative; continually improving today's warfighting capabilities while preparing for future wars. We are diverse, skilled, knowledgeable warriors.

We are Airmen. This is our story.





U.S. AIR FORCE

LASTING HERITAGE ... LIMITLESS HORIZONS